Chapter 7

激勵的基本觀念

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觀點交鋒 | 目標會引領你成就理想

正面

這句話當然沒錯。目標設定理論是最受到支持的激勵理論之一。不斷有研究顯示目標的好處。想要通過考試、塑身減重、確保工作收入穩定，或提升高爾夫球技嗎？如果你想要成為高績效者，只需設定一具體、困難的目標，然後讓其自然發揮功效。這個目標將吸引你的注意力，讓你更加專注與努力。

我們經常聽人說「盡力就好」，還有什麼比這句話更含糊不清的？「盡力就好」究竟是什麼意思？也許你會覺得某天的「盡力」是考試得到 50 分，而另一天的「盡力」是得到 80 分。但如果你有難度較高的目標（例如考 95 分），而且你承諾要達成這個目標，最終一定會有更好的表現。

目標設定理論最知名的研究學者 Edwin Locke 及 Gary Latham 下了最簡單易懂的註解：「目標設定的效果非常可靠。簡言之，目標設定理論是組織心理學中，最令人信服且實用的動機理論。」

反面

當然，很多研究證實了目標設定的好處，但卻也忽略了經常造成的傷害。第一，你有多少次設定了「偉大」的目標，但只看到自己一次又一次的失敗？目標會造成追逐的焦慮和擔憂，同時也經常創造不切實際的期待。試想，設定目標要在一定期間內升遷（具體而困難的目標）的人，最後卻因為經濟衰退而遭遣散；或者，憧憬退休後得享清福的人，最後為了收支平衡被迫接受兼職工作或延後退休。當出現太多無法掌控的因素時，我們困難的目標就變成不可能的目標了。

另外，請思考一下：目標可能導致不道德的行為以及績效不彰。過去幾年你聽到過多少次，老師為達教學標準而「捏造」學生考試成績？另一個負面誘因的例子是：美式足球紐約噴射機隊職業四分衛 Ken O'Brien，每次拋傳被抄截總會受罰，所以乾脆就再也不傳球了 —— 如此輕輕鬆鬆便達到降低被抄截次數的目標。

除了這些軼事證據之外，研究也將目標設定與作弊造假視為直接關聯。我們在盲目接受具體而困難的目標之前，應該注意 Maurice E. Schweitzer 教授的警告 ——「目標設定猶如服用特效藥（可能救命、亦可能傷身，應當適切而謹慎）。」

資料來源：E. A. Locke and G. P. Latham, "Building a Practically Useful Theory of Goal Setting and Task Motivation," *American Psychologist* 57 (2002): 705–71; A. Tugend, "Expert's Advice to the Goal-Oriented: Don't Overdo It," *The New York Times*, October 6, 2012, B5; and C. Richards, "Letting Go of Long-Term Goals," *The New York Times*, August 4, 2012.

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小組活動

組織公平任務

將全班分為每 3 或 4 人一組。

7-01 每一個人回想一件自己 (1) 特別受到公平待遇，以及 (2) 特別受到不公平待遇的事例，最好是與工作情境相關，但若無關也無妨。這些事例有哪些共同之處？

7-02 請花幾分鐘時間討論，該情境在本質上是否偏屬分配、程序、資訊還是人際公平的問題。公平／不公平待遇的來源是什麼？你當時有什麼感覺？如何因應？

7-03 每組應擬出一套建議，以比較公平的方式處理不公平的情境。請選出一位組長，負責摘要總結不公平的事例，以及該組對於更好處理方法的建議。討論應能反映本章討論過的四種（分配、程序、資訊及人際）公平。

本章附註

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Chapter 8

激勵：從觀念到應用

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觀點交鋒 | 「露臉」很重要

正面

雖然讓員工在家工作的政策已經愈來愈普遍，但電子通勤只會傷害公司和雇主。當然，員工會說，如果組織允許其彈性選擇在自己喜歡的任何地點工作，他們就會更快樂，但誰不喜歡穿著睡衣在家消磨時間，然後假裝在工作？我知道很多同事邊眨眼邊說道，他們其他時間都正準備要「在家工作」。不過誰又知道他們有沒有真的在做正事？

更大的問題是，員工之間缺乏面對面的互動。研究顯示，偉大的構想出自相互依賴而非獨立自處。最有創意的構想往往來自於茶水間或點心時間的非正式互動。如果把這些非正式互動機會拿掉，無異扼殺了組織的創意潛力。

信任感是另一個問題。你會信任從未謀面的人嗎？看來是不會！同樣的，面對面互動可以讓彼此更快建立信任關係，一來培養和諧的社交互動，二來促進公司整體更好的績效表現。

除了對資方或公司有著許多好處之外，待在辦公室也是對員工比較有利的。所謂「離久情疏」，老闆見不著你，心裡自然就不會有你！想要加薪或升官？倘若主管連你是誰都不記得甚至不知道，一切都免談。

因此下回請三思，「在家工作」表示，要嘛就是想提早離職，要嘛根本不用再來了。

反面

拜託！別再誇大上班露臉的重要性了。如果所有管理者所做的，都只是為了那些在辦公室混得最久的員工，那肯定不是什麼好主管。那些自吹每週為辦公室付出 80 小時（確定週末也在加班）的員工，可不一定是表現最好的員工。進辦公室和有效率根本是兩碼子事。

此外，對於採行電子通勤的員工和雇主而言，還有各式各樣講不完的好處。像是，在家工作就一直被視為是公司提供的一種誘人特殊待遇。對許多從事兩份工作的人來說，某些日子在家工作的彈性，可以讓他們在工作及家庭之間取得更好的平衡。這意謂著可以在徵才和留才方面，取得更大的優勢。換句話說，如果提供在家工作的彈性，就可以得到並留住更優秀的員工。

同時，研究顯示，員工在家工作時的生產力只會更高，不會更低。這個結果並不僅限於美國。例如，一項研究發現，中國在家工作的客服中心話務人員就比他們「露臉」的同儕績效高出 13%。

你會說舉世一些驚人的構想全源自人的互動激盪，但我可要提醒，別忘了職場最令人分心的莫過於辦公室裡那群愛八卦的同事。因此，雖然我也同意偶爾「露臉」會有幫助，但電子通勤絕對是利遠大於弊。

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小組活動

職業和工作特性模式

請將全班每 3 ～ 5 人分為一組。

8-01 小組共同考量五種工作特性（技能多樣性、任務完整性、任務重要性、自主性和回饋性），然後寫出各項特性高的工作（如果你可以想到具高度多重特性的工作，也請記下來）。你認為你所認定的工作薪資高還是低？為什麼？

8-02 接下來寫出各項特性低的工作（如果你可以想到具低度多重特性的工作，也請記下來）。你認為你所認定的工作薪資高還是低？為什麼？

8-03 請針對你認定工作特性低的工作，推想出一些提高該特性的策略。你的建議務必具體明確；請全班一起討論。

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Chapter 9

團體行為的基礎

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觀點交鋒 | 單獨工作創意多

正面

我知道團體當道。企業打倒隔牆，想要創造更開放及「合作」的環境，大學生不斷在進行團體專案，連小小年紀的孩童也都熱衷小團體學習。

我也知道團體為什麼風靡一時。因為有人說，孤掌難鳴，工作變得愈來愈複雜，單靠個人難以獨力完成。團體善於腦力激盪，有助為複雜問題找到創意解方。團體也可以產生較高的承諾和滿足感 —— 只要團體成員發展出凝聚感並且相互信任。

但是，相對於每一個找到創意解方的團體，我都可以舉出兩倍的個人例證，這些人憑藉單獨工作，就得出更棒的方案。譬如歷史上知名的創意天才達文西、牛頓和畢卡索，或是當代和賈伯斯合夥創立蘋果電腦的 Steve Wozniak 等，他們都是內向的人，喜歡獨自埋頭苦幹。根據 Wozniak 所說：「我要給你一個可能不太容易接受的建議，那就是：單獨工作……不要透過委員會，也不要透過團隊。」

除了許多有趣的證據，研究也顯示出，團體會扼殺創造力。某研究發現，電腦程式設計師在提供隱私保護以免於遭受干擾的公司中，表現會優於在強迫員工凡事公開透明及協同合作的公司。或者，請思考一下組織心理學家 Adrian Furnham 的研究結論：「企業人一定是瘋了，才會想要利用腦力激盪團體。」人在團體中會變得懶散，而且害怕說出可能會讓自己感覺很蠢的構想。但這些問題在單獨工作的時候都不存在。

因此，請牢記畢卡索的一句名言：「沒有歷經極度的孤獨，就成就不了偉大的作品。」

反面

我同意，有時候團體可能扼殺創意，但如果在適當的條件下，團體就比個人更有可能想出創意十足的解決問題之道。利用各種策略，例如名義團體技術、腦力激盪術，以及確保在提出所有意見之前，每個人都不可妄加評論別人的構想等，這些都是建立創意團體的好方法。

事實是，現代的問題太複雜了，不可能由單一個人有效完成。以美國國家航空暨太空總署發射漫遊者 (Rovers) 進行火星探測為例，試想像這樣在火星漫遊並蒐集資訊的成就，一個人怎可能辦得到？勢必需要整個團體才能達成。而 Steve Wozniak 與賈伯斯的合作，正是讓蘋果發展成一家公司的關鍵。再者，試問，光憑個人有辦法組裝出一輛汽車嗎？

此外，最具影響力的研究，是由學術團體，而非個人所完成的。甚至，如果你觀察近年來諾貝爾獎在經濟、物理和化學等領域的得主就會發現，絕大部分都是共同研究的學者。

因此，要談創意（誰不想啊？），三個臭皮匠，肯定勝過一個諸葛亮！

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小組活動

荒野求生：加入團體還是單獨行動？

你是健行隊的一員，第一天抵達營地之後，你決定趁太陽下山前獨自健行，愉快地走過幾哩後欲返回營地，卻在回程中迷路了，你大聲求救，但天不應地不靈。此時天全黑了，還愈來愈冷！

你的任務

在你無法和營隊其他人取得聯繫的情況下，請根據下列情節選擇最佳答案。把你的答案依序寫在紙上，你有 10 分鐘回答下列 10 道問題。

9-01 當下第一件事，你決定生火，但是沒有火柴，所以你打算採用弓式鑽木取火法 (bow-and-drill method)。什麼是弓式鑽木取火法？

a. 乾燥的軟柴枝接觸彈性生木後，以雙手摩擦
b. 青嫩軟柴枝接觸硬木後，以雙手摩擦
c. 筆直的木枝接觸死樹幹後，快速來回摩擦
d. 兩根枝條（一個當弓，一個當鑽）相互拉動旋轉摩擦，以期冒出火花

9-02 終於，你點著火了，你把火當成災難求救信號，國際上都怎麼做？

a. 兩堆火
b. 方形四個角各一堆火
c. 十字型的四堆火
d. 三堆火在一直線上

9-03 你非常口渴，走到附近溪流以背包中的小金屬杯取水，取回的水應該煮沸多久？

a. 15 分鐘
b. 幾秒即可
c. 1 分鐘
d. 視海拔高度而定

9-04 你非常飢餓，決定找些可食用的野莓果來吃，你要如何測試才知道它們可以吃？

a. 擱置 2 小時再試吃
b. 吃的時候如果嘴唇有灼痛感，再將其放入舌下 15 分鐘來確認
c. 先吃一點，吃後 2 小時若沒發生什麼不良反應，再吃半杯份量，並同樣再等 2 小時看看
d. 把野莓果扯開分離，只吃主要部位，一次吃一個

9-05 接下來，你決定蓋個遮蔽處過夜，在地點選擇上你不需考慮什麼？

a. 有遮蔽處必須用到的材料
b. 沒有昆蟲、爬蟲和有毒植物
c. 必須夠大夠平坦，讓你能舒服地躺下
d. 最好在山丘上，以利向救援人員發出信號；並可環顧周遭，以便隨時保持警戒

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9-06 在遮蔽處裡，你注意到有一隻蜘蛛。你曾聽同伴說，這個山區有黑寡婦蜘蛛出沒，你如何確認眼前看到的就是黑寡婦蜘蛛？

a. 牠的頭和腹部呈現黑色，胸部是紅色
b. 牠會往光源處靠近
c. 牠會遠離光源
d. 如果是雌蜘蛛，身體會呈黑色而腹部有紅或橘色類似沙漏的標記

9-07 小睡之後，你留意到夜晚的天空很清澈，決定試著找回營地的路。你認為可以沿著北極星的指引往北走。你怎麼找出北極星？

a. 將右手盡量舉高，從食指和中指指縫間看出去
b. 找到天狼星，再仰望 60 度角往右看
c. 找北斗七星，然後沿著勺柄盡頭搜尋
d. 順著獵戶座腰帶直線找

9-08 你打算橫越激流，最好的方法是？

a. 順流而下，找水勢較為平緩的沙洲處渡河
b. 搭一座便橋
c. 找水淺有岩石處，手腳並用過河
d. 找即將進入河道的平靜水面渡河

9-09 大約走了 1 小時，你感覺好像有幾隻蜘蛛爬進衣服裡。雖不覺得痛，但你知道有些蜘蛛咬人是不痛的。哪些蜘蛛咬人不痛？

a. 黑寡婦 (black widow)
b. 棕色遁蛛 (brown recluse)
c. 狼蜘蛛 (wolf spider)
d. 盲蜘蛛（長腳蜘蛛）(harvestman, daddy longlegs)

9-10 你決定吃昆蟲果腹，哪些昆蟲不可以吃？

a. 會螫人或咬人的成蟲
b. 氣味辛辣的毛蟲或昆蟲
c. 色彩鮮豔或多毛的毛蟲
d. 以上皆是

團體任務

接下來，5 或 6 人成一組，以達成共識的方法回答每一個問題。之後，再將團體答案與個人答案並列。

計算分數

老師會提供你正確答案（對應各種情境下的專家判斷），請你計算 (A) 個人分數；(B) 團體分數；(C) 團體中平均的個人分數；(D) 團體中最佳的個人分數。寫下各項分數並確認計算無誤。

問題

9-11 團體分數 (B) 相較於你的個人分數 (A) 有何差別？

9-12 團體分數 (B) 相較於團體中平均的個人分數 (C) 有何差別？

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9-13 團體分數 (B) 相較於團體中最佳的個人分數 (D) 有何差別？
9-14 比較你與其他組的答案。哪些組的個人分數優於其他組？
9-15 這些結果在關於團體決策效能方面給你什麼啟示？
9-16 有什麼方法可以讓團體在制定團體決策時更有效能？
9-17 什麼情況下可能導致一個團體在整體績效上不如其最佳的個人績效？

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Chapter 10

了解工作團隊

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觀點交鋒｜ 充分利用團隊，並賦予其權力

正面

如果你想要有高績效團隊，讓成員都喜歡他們的隊友和工作，這裡有個簡單的辦法：藉由管理的方式來解開綑住他們的束縛，並讓他們自行做決定。換句話說，就是賦予他們權力。這個趨勢由來已久，當時各組織就已經體認到，建立官僚層級不僅扼殺創新、減緩進步，而且只會給一心想完成工作的人套上重重的緊箍咒。

你可以用兩種方法賦予團隊權力：一種是結構式方法，將決策權從管理者移轉至團隊成員，並提供團隊正式的權力以擬定他們自己的策略；另一種是心理方法，透過強化團隊成員的信心，讓他們相信自己擁有更多的職權，即使實權仍由組織領導者掌握。結構式賦權可以提高心理賦權的感受，對於團隊（及組織）而言，可說是兩全其美。

研究指出，接受賦權的團隊可以在多方面獲益。成員會受到更大的激勵、對團隊及組織展現更高的承諾，且有更好的績效。賦權相當於對團隊送出一個訊號，讓團隊知道自己受到信任，且不必由高階領導持續進行微管理。而當團隊可以自由做決定時，便會願意接受更多責任，也願意承擔（不管是好是壞的）結果。

當然，這種責任也代表，接受賦權的團隊必須主動促進自己持續學習和發展，而取得授權的團隊則應自訂目標。因此，幫幫忙，為了你自己（及你的公司），請確保由團隊（而非沒必要的中階管理層）來負責做重要決定吧！

反面

在特定狀況下，賦權的確會有所助益，但絕非萬靈丹。

是的，過去數十年來，組織已逐漸扁平化，使得較低階層員工可以參與決策權。但要知道，許多團隊得到「賦權」純粹只是因為管理階層被精簡化了，以致沒有人可以做重要的裁定。因此，賦權只是一個藉口，強迫團隊承擔更多責任，卻沒有配搭增加有形的福利，例如薪資。

此外，組織領導階層對於希望其團隊（及個別員工）做什麼，早有完整的構想。如果管理者任由團隊自己做決定，其結果與管理者心中所期許者相符的可能性有多少呢？即使管理者對團隊提出建議，被賦權的團隊也可能輕易忽略該項建議。而關於追求的目標以及追求目標的方法等，反倒是團隊需要接受引導與指教的，這才是所謂的有效領導。

當決策權分散於團隊成員時，每位成員的角色會變得模糊不清，也少了可諮詢的領導者。最後，當團隊進行自我管理時，會變得各行其事，而與組織其他單位和整體使命脫節。簡單的交出職權並不能保證取得職權者能有效利用權力。因此，請將決策權保留在擔任領導角色的人手中。畢竟，他們身為領導者，一定有其原因，而他們也最能指引團隊保持專注，展現最好的績效，以擴大組織成果。

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小組活動

組成「完美」團隊

每 4 ～ 5 人分成一組。假設你任職的公司主要業務是重新設計並改善既有產品，從電腦鍵盤、腳踏車安全帽到牙刷應有盡有。因此，創意是貴公司能否成功發展出具市場性產品的關鍵因素。

你需要甄選 5 人成立一個新的團隊，而你有 20 名人選。針對每一個人，你有下列特質的相關資訊：智力、工作經驗、勤勉盡責性、親和性、神經質、對經驗的開放性以及外向性。

請以團隊回答下列問題：

10-01 如果你能夠在上述情境中成立你的完美團隊，這個團隊看起來會像什麼？換句話說，針對 5 名隊員中的每一位成員，你會選擇哪些特性（工作經驗豐富還是很少；勤勉盡責性高、中還是低；以及其他特質）？為什麼？

10-02 如果需要團隊做出快速但不一定最有創意的決定，你的選擇會有什麼改變？為什麼？

10-03 每位組員描述其理想的團隊隊員 —— 在此情境中你最喜歡一起共事的假想對象（請利用問題 10-01 中的相同指標），並比較組員們的答案。每個人的理想隊員是否都有相同的特質嗎？還是不同？如果可以，你會不會完全以你的理想人選組成團隊？為什麼？

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Chapter 11

溝通

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觀點交鋒｜ 應善加利用員工的社群媒體活動

正面

人人都在使用社群媒體！好啦，就算不是全部，至少比例也極高：美國民調機構 Pew Research Study 的一項研究發現，成年人使用社群網站百分比最高的國家是以色列，有 53%，其次是美國的 50%，俄羅斯和英國為 43%，以及西班牙 42%。

商務就是社交，而利用員工的社交接觸以增加業務，一直以來都是行銷上的一個面向。組織若不懂得善用員工的社群媒體，無疑等於錯失擴大業務及強化力量的機會。例如，Honda 員工以前只能告訴 30 個朋友 Honda 最棒，但現在可以告知 300 個 Facebook 上的好友及 500 個 Twitter 上的追隨者公司最新款的汽車。員工活用社群媒體對企業的收益會有重大正面影響。

監控員工的社群媒體可以強化組織力量，找到優秀人才。管理者可以尋找潛在線上名人（部落格常客和有很多追隨者的 Twitter 用戶），進一步接洽建立合作品牌。另外，仔細觀察社群媒體活動也可協助雇主偵測問題。例如，某名員工遭到開除而變得暴戾，先前持續監控該員工社群媒體貼文的主管就能及早偵察到警訊。監控員工社群媒體活動的人資部門，或許可藉此發現重大的濫權問題，並透過公司的干預政策協助該名員工。

而求職者的社群媒體曝光率則可以對公司人員招募及留用決策提供額外資訊。實際上就員工評量標準而言，在職者和應徵者之間並沒有什麼差別 —— 不論上班還是下班時段，同樣都是個人的行為表現。

監控社群媒體的雇主還可能因而找到，利用個人平台發布負面消息或洩露機密資訊

反面

組織追蹤求職者及員工的社群媒體可說是利少弊多。管理者或許能透過個人的線上活動進一步了解對方，而組織也能從員工貼文掌握一些好的輿論，但是卻無法逃脫這種侵犯隱私的責任風險。管理者通常並不專善於監控、解讀及回應員工的社群媒體貼文，且鮮少有將媒體運用至商業上的任何經驗。

管理者也可能很容易誤判他們找到的資訊。很少公司提供適當使用社群媒體的訓練課程；只有 40% 的公司有某種社群媒體政策。這些公司無異於在冒極大的風險，因為監控政策極可能違反隱私權法規。

員工在線上的形象和工作並沒有太大關聯，不值得企業花時間及金錢監控。大部分用戶會將社群媒體視為私人娛樂場所，而他們在 Facebook 及其他網站上的會員身分，應視為和俱樂部會員資格一樣並受到尊重。就此而論，監控員工社群媒體帳戶，即是以不道德的方式侵犯其隱私權。

公平就業機會法要求公司在徵募員工時，不得涉及種族、年齡、宗教、原國籍或殘疾等因素。但檢查求職者社群媒體貼文的管理者，經常可以找到該求職者不見得願意分享的資訊，然後便無法避免該資訊影響聘僱決定的可能性。因此，搜尋社群媒體可能使公司暴露於昂貴的歧視求償。

透過公司支持的貼文，利用員工個人社群媒體作為行銷工具，從許多立場來看都是不道德的：第一，期望員工透過個人接觸擴大公司客戶基礎是不道德的；第二，期望員工在下班後為公司背書是不合理的；而要求員工提供其社群媒體密碼的作法，更是明顯侵犯他們的個人生活。

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的員工。基於這個原因，管理者可能有朝一日，終究必須監控員工的社群媒體貼文，並對違反公司政策的狀況採取因應之道。事實上，許多管理者已經這麼做了。

因此，管理者應制定可執行的社群媒體政策，並建立定期研究及監控社群媒體活動的企業基礎設施。潛在的業務提升和有限的責任義務，就是投入人力和時間建立有效社群媒體計畫所帶來的豐厚回報。

總之，每個人都擁有專業及私人形象的權利。除非員工在社群媒體合作關係中主動將公司「加為好友」，否則雇主就不該干涉員工的個人活動。

資料來源：S. F. Gale, "Policies Must Score a Mutual Like," *Workforce Management*, August 2012; R. Huggins and S. Ward, "Countries with the Highest Percentage of Adults Who Use Social Networking Sites," *USA Today*, February 8, 2012, 1A; A. L. Kavanaugh et al., "Social Media Use by Government: From the Routine to the Critical," *Government Information Quarterly*, October 2012, 480–91; and S. Johnson, "Those Facebook Posts Could Cost You a Job," *San Jose Mercury News*, January 16, 2012, www.mercurynews.com/business/ci_19754451.

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小組活動

不使用非語言溝通

將班上同學分成兩部分（A 組與 B 組）。

11-01 A 組同學從下列項目中選出一個主題：

a. 中東地區的管理模式與北美有顯著差異。
b. 員工離職對企業而言具有建設性。
c. 組織內的部分衝突是好的。
d. 告密者對公司的傷害多過助益。
e. 雇主有責任提供給每位員工感興趣又具挑戰性的工作。
f. 每個人都應該去登記投票。
g. 公司應該要求所有員工定期接受藥物檢測。
h. 主修商業或經濟者比主修歷史或英文者較能成為好員工。
i. 在決定個人的職涯成敗上，學歷比所學的東西更重要。
j. 管理者為了獲得較好的結果而刻意扭曲溝通，是不道德的。

11-02 B 組同學決定在此主題上的立場為何（例如，抱持反對「組織內的部分衝突是好的」觀點）；此時，A 組同學必須自動採取相反立場。

兩組同學為自己的立場辯論，但限制每位成員只能以口語方式溝通，不能有任何手勢、臉部表情、肢體動作，或是其他非語言溝通。雙方成員可以相互提醒雙手擺放的位置，並維持無表情的面容。

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11-03 辯論結束後，再分成 6 ～ 8 人一組來討論下列問題：

a. 此辯論過程中的溝通有效嗎？

b. 溝通中存在什麼障礙？

c. 非言語溝通提供什麼效果？

d. 此活動存在的問題，於電話溝通或 e-mail 溝通中可能發生嗎？

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Chapter 12

領導

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觀點交鋒 |

執行長早早就起步

正面

如果你真的注意細節就可以發現，當執行長的人從小就開始擔任領導角色。他們有著類似的背景，童年遭遇大小挑戰，以及想辦法找出因應策略。事實上，就在你鄰家附近飲料店裡，可能便不難看到培育中的執行長。

未來的執行長是何風貌？一切都肇始於雙親 —— 他們幾乎全是勤勉有成的父母。例如出版商 Houghton Mifflin Harcourt 執行長 Linda Zecher 的父親就創立了許多事業；軟體公司 Smartsheet.com 執行長 Brent Frei 在父親擁有及經營的 800 英畝農場中長大；Aspera 執行長 Michelle Munson 的母親是一位教授，而父親則是家族農場的第五代接班人。

第二，未來執行長都在責任感中成長。美國公用事業服務公司 American Water 的執行長 Susan Story 在小時候就知道，「不論情況變得有多糟，都必須努力並承擔起個人責任，因為沒有人有義務為你做任何事。」而 Frei 曾經自述：「我很早就有機會做大事。6 歲時，父親……將我放在小貨車上，打上一檔，然後讓我獨自開回家，當時我 5 歲大的妹妹也坐在車上。」許多執行長的童年都在自家農場中工作或照顧自己的兄弟姊妹。

第三，未來的執行長在小時候就是成功的領導者。Harlem Educational Activities Fund 的執行長 Ruth Rathblott 在她七年級時擔任班長，升上中學後還是一路擔任班長；雲端影片製作服務公司 Animoto 的執行長 Brad Jefferson 曾經擔任高中美式足球隊四分衛兼隊長，同時也是高年級課堂班長；而數位機構 Paramore 的創始人 Hannah Paramore：「一直都是當家領袖，我在這兒也當隊長，在那兒也當隊長。」

一切都再明顯不過，執行長起步就是早！

反面

那些起步早的執行長在成功之後，總有一些不錯的故事拿來宣揚一番，但這並不意謂他們就可以代表多數。讓我們來瞧瞧執行長們青澀年代的其他幾個面向。

第一，我們知道人類許多性格都來自於遺傳，但這並不表示我們可以 (1) 將祖先的人格特質遺傳軌跡，直接映射到當執行長的人身上，或 (2) 就此斬釘截鐵斷定年少的特質最終會如何發展。同理，我們也不能說，若父母親因勤勉而成功，其子女也一定會跟著成功。事實上呢，Story 的父母親在棉花廠和廢水處理廠工作，而且他們「並沒有很多錢」。而 Frei 的家族農場甚至是「還差一點點才達損益兩平」。Vitals 網站的執行長 Mitch Rothschild 評論道：「父母影響子女，原因出在兒女想跟他們一樣，但也可能是因為兒女不想跟他們一樣。」

第二，哪個孩子不是在責任感中長大？沒有耶！即使他們所要做的只是上個學。有許多執行長是在沉重責任中長大，但也有許多不是。Munson 的父母「強調兩件事，一件是教育，另一件是參加四健會 (4-H)」。Zecher「送報打工，加入女童軍，在高中時參與很多社團和運動」。

第三，認為執行長在年少時就是領導者的結論是錯誤的。沒在年少時擔任領導者的人，只是不老把過往經歷掛在嘴上罷了，不見得註定一事無成。製造商 Trex 的執行長 Ron Kaplan 曾經只是一位射擊選手。Zecher 在大學畢業前，毫無任何領袖計畫或擔任過領導角色。

起步早的執行長有很精采的故事可供媒體報導，但沒人規定執行長就得起步早。我們只能說，遺傳和經驗都會影響一個人的發展，而這些因素和成功執行長之間的關係卻是錯綜複雜！

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小組活動

何謂領導？

將全班分為 6 組 —— A 組：政府領導者（總統、州長、參議員、眾議員、議員）；B 組：商業領導者（執行長、總裁、企業領導者）；C 組：學校領導者（班長、非正式領導者）；D 組：運動領導者（隊長、非正式團隊領導者、教練）；E 組和 F 組：高效能管理者（在職位上展現能力／效能的管理者）。

12-01 各組為所分配到的角色找出其定義性特徵；除了個人腦力激盪之外，還要經過多數組員的認同來決定這些形容詞彙。

12-02 全班集合，劃出六個欄位，然後將 6 組找出的答案一一填入各欄位中。請問：各欄位清單之間有哪些類似之處？活動結果是否顯示優秀領導者所需具備的特徵條件因分類（組）而異？又，領導者的特徵與優秀管理者所需的特徵是否大不相同？

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